ROUTING SLIP

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FROM:

DATE: **4/19/65**

	TO	INITIALS	DATE	SIGNATURE	INFORMATION	COMMENTS	CONCURRENCE	APPROVAL	ACTION	SEE REMARKS BELOW	FILE	RETURN	SEE ME
DIR	✓		4/24	✓									
DEP/DIR													
EXEC/DIR													
ASST FOR OPS													
ASST FOR ADMIN													
ASST FOR P&D													
CH/CSD													
CH/PSD													
CH/PD													
CH/TID													
SIO/CIA (PID)													
SIO/ARMY													
SIO/NAVY													
SIO/AF													
LO/DIA													
LO/NSA													

STAT

From all comments I have heard, everyone felt that this was a most worthwhile conference

REMARKS:

(OVER)

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SENIOR STAFF CONFERENCE

SUMMARY OUTLINE OF PROCEEDINGS

Friday - 22 March 1963

1. Opening Remarks   0920-1055
   a. Purpose of conference
   b. Review of problems relating to overall
      NPIC mission and functions

2. Operations Area   1115-1145
   a. Operations Staff mission and functions
   b. Review of problems relating to Operations area

3. Plans and Development Area   1145-1230
   a. PDS mission and functions
   b. Review of problems relating to Plans and
      Development area

        Lunch   1230-1330

        Continuation of Plans and Development area   1330-1350

4. General Discussion of Planning Problems   1350-1700
   a. Future of NPIC computer facilities (490/1401)
   b. Center planning and the role of the Plans
      Branch, PDS
   c. Operations Board--membership and mission
   d. New collection systems--role of Center
      components in planning for and disseminating
      information of
   e. Dissemination of finished and raw intelligence
      within the Center

        Recess   1700-1925

5. Review of T/O Problems   1925-2005
   a. Background of strength formulation
   b. Implementation of T/O
   c. Present position and future action to be taken

6. General Discussion of T/O and Related Problems   2005-2150
   a. Role of DIA in NPIC
   b. National PAD
   c. CIA/PID requirements picture

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Saturday - 23 March 1963

7. General Discussion of Intelligence Production
   Problems
   a. PI Notes   0820-1135
   b. Priorities and work scheduling
   c. Departmental seals on NPIC publications
   d. Organization and function of TDC
   e. Handling of cables within NPIC
   f. Future collection programs

8. Lundahl Presentation
   a. Meeting with Col. Martin re NRO   1135-1230
   b. USIB meeting following Awards Ceremony
   c. DD/I staff meeting

                         Lunch   1230-1325

9. Review of problems related to formulation of T/O   1325-1400

50X1

10. Summary review of action items.   1400-1410

11. General Comments   A. C. Lundahl   1410-1500
    a. Holding area for briefing materials on
       6th floor.
    b. PI Notes
    c. NPIC initiative and motivation
    d. Ops Center/All Source Center
    e. Training
    f. Killian Committee Meeting

                       Adjourned   1500

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SENIOR STAFF CONFERENCE

22-23 March 1963

MINUTES

50X1

PRESENT:

Friday Morning Session

50X1

1. **Opening Remarks** -   0920-1055

50X1

    a.   opened the conference by reviewing the history of the Center with particular reference to the duties and responsibilities of the Executive Director. These were stated to be:

        (1)   Assisting the Director in formulating policy;
        (2)   Implementing policy within the Center; and
        (3)   Coordinating actions of division and staff chiefs.

The evolution of the three positions, Assistant for Operations, Administration, and Plans and Development, was described as an extension of the three primary functional areas of responsibility of the Executive Director. The concept of the three Assistants was to provide more attention in these three areas in support of the Executive Director and division chiefs and was warranted by the size and expansion of the organization. The necessity of changing the organization to meet changing situations was underscored as well as the need for keeping the mission and functions statements up-to-date.

The background activity leading up to the conference was gone over including the weekly Executive Director visits to division areas and the review by division and staff chiefs of the mission and functions statement. Although there were no

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GROUP 1
Excluded from automatic
downgrading and declassification

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major changes suggested in the mission and function statements, discussions with the division chiefs indicated a need for clarification of some areas of responsibility. Subsequently, each division and staff chief was requested to submit a statement of major problems.

The purpose of the conference was stated to be basically a review of mission and functions with emphasis upon problem submissions from the divisions and staffs. Updating the organization and future projections were declared to be the major theme with the practical aim of laying the groundwork for the preparation of the FY 1964 T/O. To do this, an interpretation of future Center efforts in terms of personnel deployment and matching support requirements would have to be made.

One of the primary objectives of the conference was stated as seeking an improved understanding of mutual problems. 50X1 emphasized that all have a stake in each other's problems and enjoined the group to think of NPIC as a whole. He stated his desire that the discussions be frank and objective and all comments made and taken in good faith.

    b. <u>Review of Problems Relating to Over-all NPIC Mission and Functions</u>

discussed the division and staff problem submissions which related to the over-all NPIC mission and functions. Attachment #2 summarizes the problem submissions which were reviewed by and other members of the Conference and Attachment #3 includes the problem submissions submitted by each division and staff. In reviewing the problems, grouped them into related areas as follows:

    (1) Problems requiring estimate for future

        CSD/1, 2 & 4, OS/C & E

discussed the CSD and OPS Staff problem concerning the machine language data base capability (CSD/1), photographic intelligence reference services (CSD/2), estimate for the growth of NPIC (CSD/4), role of EDP at NPIC (OS/C), and role of NPIC in supporting DIA Production Center and CIA All Source Center (OS/E). These problems were described as having a common core in that they require estimates of the future in lieu of concrete

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answers.   The growth of the Center plus the development of
CIA/DIA support demands poses the prime CSD problem and the
core of the T/O problem re deployment.   Copies of a paper
prepared by [   ] SA/OCR, were distributed for
information.

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(2)   Balancing NPIC and departmental support

PID/a, OS/F

The problem of degradation of support to NPIC PI
effort (PID/a) and the determination of the precedence of
national work versus departmental support (OS/F) were
discussed by [   ] It was pointed out that at the time
the Ad Hoc Planning Committee for NPIC was meeting in the
spring of 1961, there was difficulty in determining the
support requirements and the picture is not much clearer
today.   Determination of intelligence priorities by the
Ad Com represents the purposeful freeing of the Director,
NPIC, from involvement in such endeavor.   With addition
of more people and the occupation of the new building, NPIC
will be expected to get the job done.   Procedures will have
to be established to routinely handle crash requests from
DCI and Dir/DIA.

50X1

(3)   Ratio of PI's to support personnel

PD/3

[   ] related the PD problem of the stated
imbalance of editors and graphics personnel to the number
of PI's (PD/3) to the need for considering duplication of
effort and the alternatives of optimum and minimum support
effort.   [   ] noted the ratios of PI's to support
personnel developed in the past may no longer be valid and
a finer delineation of support roles is required.   Within
the Center there must be a better determination of the
scope of component activities and consideration of shifting
responsibilities in order to get essential things done.

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(4)   Role of planning in the Center

PDS/1, 3 & 5

In commenting on three of the PDS problem sub-
missions (PDS 1, 3 & 5), [   ] stated that determinations
will have to be made by Staffs and Divisions concerning
their interests and requirements for PDS planning support.

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The P & D Staff should discuss with Center components what capabilities they have and what the various components of the Center need. The Maintenance Study is an example of the type of planning study that can be done readily; the study on Emergency Relocation presents sensitive high level implications and involvements which probably will preclude resolution of the problem through this effort. The problem of assuming stronger leadership in the community in advancing the state-of-the-art must be carefully handled and involves priority of action. Leadership in this area of Center endeavor must be responsive to internal needs; unrelated or distant objectives must be carefully considered and should not detract from efforts to solve critical present day Center problems.

(5) Coordination

OS/A

50X1

stated that the problem of coordination (OS/A) involves better communication among Center activities. Center personnel should advise counterparts of action intended to be taken that will affect them and seek comments and support. In taking action, consideration must be given the effect on other components and the need to inform them. Each division chief must take the initiative in dealing with one another.

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2. Operations Area - [   ]   1115-1145

a. Operations Staff Mission and Functions

50X1

[   ] gave a point-by-point review of the Operations Staff functional statements and commented on the current status of these functions as presently performed by the Staff and problem areas encountered. Some of the major points covered were as follows:

(1) Development and coordination of procedures

(a) Many procedures are already established through issuance of memos, notices and regulations.

(b) DIA requirements for support will be a problem.

(c) Handling of requirements needs to be revised.

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(2) Development of production schedules

    (a) Production schedules are developed through meetings with support components.

    (b) Production scheduling of immediate reporting exercises is in good shape.

    (c) Operations Board has handled primarily manning problems; it should be reconstituted to include members from support divisions and should get involved in scheduling.

    (d) There is a need for increased control of work inputs to the division although each division must be free to handle schedules within their own areas.

    (e) Division monthly reports need to be standardized.

    (f) Better coordinators and the best PI's should be assigned to national projects.

    (g) There is a need for better refinement of requirements.

(3) Support to Center components in satisfying departmental requirements.

    (a) Greater control of input to Center support facilities may be required.

    (b) Operations Staff should be advised when conflicting priorities arise.

(4) Liaison with collecting organizations

    (a) Operations Staff is conducting active liaison with NRO and OSA.

    (b) Information is being obtained on timing of inputs and places of processing.

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    (c) Status boards are being maintained in office.

    (d) Publication of daily information sheet is being considered.

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      (5)   Processing requirements recommended as national projects.

          (a)   Advisory Committee responsible for establishing priorities.

          (b)   Deadline problems are resolved at Operations Board.

          (c)   There is a need to get more realistic due dates.

          (d)   Internal division projects should be registered with the Operations Staff.

      (6)   Support to Advisory Committee and Secretariat

          (a)   Operations Staff support to Ad Com is satisfactory at present.

          (b)   There is a need for greater speed in processing requirements.

      (7)   Operate NPIC communications facility

          Commo Center currently operating on a 24-hour basis.

      (8)   Produce statistics and manpower studies.

50X1

          (a)   This function will be headed by _____

          (b)   Work in this area just getting off the ground.

          (c)   There is a need to get better production statistics from the divisions.

          (d)   Present statistical reports currently being analyzed.

      (9)   Support Director's briefing program and conduct briefings.

          (a)   Sixth floor Briefing Room is operational.

          (b)   Responsibility for orientation and tours needs to be refined.

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(c) Method for developing teleprompter materials needs to be developed.

(10) Produce substantive intelligence summaries

Operations Staff will need assistance from divisions in this areas.

b. Review of Problems Relating to Operations Area

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_____ briefly reviewed the problem submissions from the divisions and staffs which related to the Operations area. Since most of the problems were touched upon in reviewing the Operations Staff functional statements, there were no

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lengthy comments. _____ emphasized that the key to the solution of most of the problems lay in proper coordination, both horizontal and vertical.

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3. Plans and Development Area - _____   1145-1230
                                                          1330-1350

a. PDS Mission and Functions

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_____ reviewed in detail the Plans and Development Staff functional statements commenting on the current status of the Staff in meeting these responsibilities and problem areas encountered. Some of the major points covered were as follows:

(1) Preparation of long-range planning studies

50X1

_____ stated that very little has been done in this area and that a great void exists. The Staff is not operating from a policy planning level and much of the Center's planning is done on a day-to-day basis. Since most of the members of the Plans Branch are relatively new, there is a question of their ability to conduct the level of planning required. The Staff needs more planning inputs to do a more sensible job and more direct contact with the O/Dir. The bulk of the planning effort is in preparing papers for the Director

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on collection systems primarily in response to NRO. _____ stated that NPIC is not taking a strong stand in assuming a leadership role in the Community and there is a need to state our requirement more forcefully.

(2) Maintaining awareness of proposed collection programs.

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Although _____ is in an excellent position to carry out this function, the report-back mechanism to Asst. for Plans and Development is not good. There is a problem of defining responsibilities between PDS and TID and a need to devise better procedures for distributing information within

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the Center. PDS plans to try the PERT system on a collection program on a trial basis for use as a planning guide.

(3) Guidance and support to TDC

A great deal of effort is being given to this function with emphasis on making it a well coordinated venture. The question of future representation on the committee is a problem that needs clarification.

(4) Initiate, recommend and implement technical development plans and programs and provision of technical information to Center components.

There is a need to define the responsibilities of TID and PDS in this area.

(5) Contract monitoring

Due to the lack of people, an inadequate job is being done in monitoring contracts in consideration of the money involved. The Contract Status Report has been converted to the 1401 and should result in better status reports. There is a great volume of paperwork involved and more help is needed from the Administrative Staff.

(6) Provide information and support to intelligence community in the development of equipment.

This function is being fulfilled through joint procurement meetings attended by members of the photographic intelligence community. The community responsibilities need formalizing and Plans Branch has drafted a charter for a committee having official stature.

(7) Provide special advice on and consulting services to intelligence community photographic collection activities.

PDS spends a lot of time on this function, mostly in support of the Director.

(8) Operate an Exploratory Development Laboratory

This is a new function which has not gotten off the ground as yet due to the lack of qualified personnel. It has tremendous potential in the fields of precontract technical investigations and the development of equipment specifications.

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Friday Afternoon Session

b. Review of Problems Relating to Plans and Development Area

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[blank] commented on those problem submissions related to the plans and development area. The role of planning in the Center was the major item discussed and the need for developing a mechanism for surfacing and screening planning problems; i.e., a plan for planning. In planning for the future, there is a problem of security clearances since the Center does not control

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the number of operational clearances. [blank] also re-emphasized his feeling that the Center should take a stronger stand with the developers of collection systems in stating our requirements.

4. General Discussion of Planning Problems

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[blank] reviewed in general the approach by the O/Dir to problems brought up by senior NPIC personnel and the limitations involved in making commitments for the Center. Because of the size and complexity of the organization, a more formalized approach to these problems will be required. A general discussion

50X1

was then held on items touched on by [blank] in his earlier presentation.

a. Future of NPIC Computer Facilities

50X1

[blank] raised the question of the future of maintaining two separate computer facilities and where we are going

50X1

in this field. [blank] stated that there are two distinct computer efforts, scientific computation and data processing, and two computers are needed for flexibility. The 1401 will be saturated by January 1964 and new procedures must be developed

50X1

to streamline the operation. [blank] pointed out that we are not doing any real system work and that we should delay any considerations on combining computer efforts until we know what the demands for mensuration will be on the 490.

50X1

[blank] established Action Item No. 1 and appointed a working group for this item (see Attach. No. 1).

b. Center Planning and the Role of the Plans Branch, PDS

A general discussion of planning responsibilities in the Center was held covering such points as the need for a systems study, division planning versus over-all general planning, the role of the Operations Board, and staffing of the Plans Branch, PDS. In developing plans for future operations,

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[ ] pointed out that division and staff chiefs must support the mission and function statements or else propose changes

50X1

thereto. [ ] suggested that personnel be rotated into Plans Branch on a tour basis from various Center components to provide a broader base of experience. The suggestion was

50X1

made by [ ] that as part of a planning exercise, a market survey should be conducted of Center customers to determine their views as to the value of our product.

c. Operations Board - Membership and Functions

In discussing the role of the Operations Board, there was a consensus that the membership on the Board should be reconstituted to include Asst. for Operations, Chairman; Senior DIA Representative; and the Chiefs of CIA/PID, PD, CSD, PSD,

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and TID. [ ] designated this proposal as Action Item No. 2 (see Attach. No. 1).

d. Role of Center Components in Planning for and Disseminating of Information on New Collection Systems.

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The presentations by [ ] as well as the TID problem submission indicated the need for clarifying internal responsibilities in planning for and

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disseminating information on new collection systems. [ ] designated a working group to study this question and designated this as Action Item No. 3 (see Attach. No. 1).

e. Dissemination of Finished and Raw Intelligence Within the Center

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[ ] raised the question of the current procedure for disseminating finished and raw intelligence within the Center. The system of paneling intelligence documents

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versus routing of materials was discussed briefly. [ ] designated this as Action Item No. 4 and appointed a working group to study the question (see Attach. No. 1).

Friday Evening Session

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5. Review of T/O Problem - [ ] 1925-2005

50X1

[ ] gave a presentation on T/O problems including the background of the strength formulation, implementation of the T/O, and current status of the personnel buildup. A chronological review of the significant facts involved in the

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establishment of the personnel ceiling and T/O was detailed along with the rationale used in its formulation and justification.
50X1 [   ] pointed out that we are meeting our personnel recruitment goals and must keep our momentum in the recruitment program if we are to meet our FY 1964 goals. To do this, priority attention must be given to the preparation of the FY 1964 T/O. The first step will be to review the planning to date, establish the planning assumptions, allocate the positions among the components, and establish detailed position requirements.
50X1 In conclusion, [   ] stated that we have based our requests for T/O on simple, understandable concepts; we have made good estimates of our abilities to fill requested levels; we have organized simply and straightforwardly; and we have done what we said we could do. The preparation of the FY 1964 T/O must move forward as quickly as possible.

6. General Discussion of T/O and Related Problems -   2000-2150

50X1   a. Role of DIA in NPIC - [   ]

50X1   [   ] reviewed current plans for the establishment of the DIA Detachment at NPIC and the DIA departmental PI element. As of the present, the three military SIO's responsibilities have been taken over by DIA. An Army departmental unit of 25 men will remain in Bldg. 213 and the Army will retain control of their photographic laboratory. The DIA Detachment to NPIC will consist of 79 people and the DIA departmental unit will have over 200 people. It appears likely that the DIA departmental unit will be located in Building 213.

50X1   [   ] pointed out that DIA is looking to the Center to compress the time of getting out reports, increasing the accuracy of reporting, more cable reporting, more PI briefs, and fewer detailed reports. He stated that DIA is not interested in fancy or detailed reports and would rather have information than fancy graphics. DIA would like to see the Center run on a 24-hour basis.

   b. National Photographic Analysis Division

     The formation of the National Photographic Analysis
50X1 Division was briefly discussed. [   ] stated that he was very much opposed to organizing on an area basis rather than the functional basis currently used. Equal contributions of PI's will be made by the CIA and DIA detachments probably on a tour basis lasting at least one year.

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c. CIA/PID Requirements Picture

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[   ] gave a blackboard presentation of the CIA/PID requirements picture illustrating that the requirements workload this year is running 10% ahead of last year. The principal new factors affecting the workload are (1) many more people have the requisite clearances, (2) more requirements are being generated from different sources, (3) requirements are more refined than heretofore, (4) there are more consultant-type meetings, and (5) the creation of the All Source Center.

Saturday Morning Session

7. General Discussion of Intelligence Production   0820-1135
   Problems

a. P I Notes

50X1

A general discussion was held on the NPIC reporting media and the proposed "P I Notes". [   ] established Action Item No. 5, calling for a summary of current reporting status and recommendations for a future program. This item was assigned to the Operations Board.

b. Priorities and Work Scheduling

50X1

The problem of scheduling work in the support divisions was discussed including the handling of national and departmental projects and the establishing of priorities of work by support elements. [   ] stated that with many more people being added to the organization and a new building, NPIC will be expected to operate under a much more sophisticated system of scheduling production. Procedures must be established whereby fast reaction items are routinely handled on a crash basis and

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there must be realistic control of requirements. Action Item No. 6 was established at this point and assigned to the

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Operations Board. [   ] requested [   ] to find out the DIA position on military membership on Ad Com and the DIA input of requirements to NPIC.

c. Departmental Seals on NPIC Publications

The desirability of having CIA and DIA departmental seals on national reports versus having an NPIC seal only was

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briefly discussed. [   ] indicated that this matter is under discussion in DIA and [   ] deferred any action pending further talks with [   ]

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d. Organization and Function of TDC

The need for updating the TDC in terms of membership, purpose, and effectiveness was briefly discussed. [ ] established Action Item No. 7 and assigned [ ] as Chairman and Messrs. [ ] to a working group to study the matter (See Attach. No. 1).

e. Handling of Cables Within NPIC

[ ] raised the question of the handling of cables within the Center, noting that this has become one of the primary means of communications information within the community. The need for preparing an NPIC regulation detailing the procedures for handling cables was expressed and [ ] established Action Item No. 8 to deal with the subject (see Attach. No. 1).

f. Future Collection Programs

The problem of representation to collection agencies and establishment of firmer NPIC requirements was discussed, with [ ] asserting the need for NPIC to "stand up and be counted." It was pointed out that NPIC has usually taken a conservative attitude in these matters. [ ] suggested that in dealing with the developers of collection systems, NPIC be represented by two people, a technical man and a senior person empowered to speak for the Center.

Saturday Afternoon Session

8. Review of T/O Problems   1325-1400

Each division and staff chief was queried as to the planning factors required by them in order to proceed with the formulation of their FY 1964 personnel requirements. A summary of these items is shown in Attachment No. 4.

9. Summary Review of Action Items - [ ]   1400-1410

[ ] summarized for Mr. Lundahl the areas covered at the Conference and the Action Items assigned to the senior staff for further study.

10. General Comments - A. C. Lundahl   1135-1230
                                                         1410-1500

Mr. Lundahl briefed the group on a number of significant events and presented his views and comments on a wide range of subjects including the following:

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a. Meeting with Colonel Martin regarding future NRO activities.

b. USIB Meeting at NPIC following the Awards Ceremony.

c. The DD/I Staff meeting of 22 March.

d. The need for a holding area for briefing materials on the sixth floor for crash requests.

e. P I Notes.

f. The need to maintain a high degree of initiative and motivation.

g. The proposed DD/I Operations Center and All Source Center.

h. The importance of the training program.

i. The Killian Committee Meeting.

The Conference adjourned at 1500 on 23 March 1963.

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Recorder

Attachments -

1 - Action Items
2 - Problem Submissions Related to Mission and Functions
3 - Division and Staff Problem Submissions
4 - Planning Factors Required by Divisions and Staffs

Distribution:
1 each to Division and Staff Chiefs
1 each to Detachment Chiefs

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SENIOR STAFF SEMINAR

22-23 March 1963

ACTION ITEMS

1. Investigate and report upon the status of the IBM 1401 and
    UNIVAC 490 computers relative to current and future utiliz-
    ation of this equipment within the Center. A specific point
    to be covered is the possible transfer of work from the 1401
    to the 490 if such a move is practicable and expedient.

    Action -   Chairman

2. Reconstitute the Operations Board under the chairmanship of
    the Assistant for Operations with representation from DIA
    Det/NPIC, CIA/PID, PD, TID, PSD, and CSD. Redefine responsi-
    bilities of the Operations Board.

    Action -   (Issue NPIC Notice)
             Operations Board

3. Review the assigned functions of the Plans and Development
    Staff, the Operations Staff, and the Technical Intelligence
    Division for the purpose of appropriately describing and
    delineating the role of each component in the process of
    identifying, defining, supporting, planning for and
    operationally implementing new collection systems of con-
    sequence to the Center. Submit functional revisions as
    called for.

    Action -   Chairman

4. Investigate and report upon the status and adequacy of the
    dissemination of new and finished intelligence within the
    Center.

    Action -   Chairman

Attachment No. 1

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5.   Review all current NPIC reporting media in the light of satisfaction of present and projected consumer requirements. At the same time, past deliberations on the feasibility of producing "PI Notes" should be reviewed and considered on a contemporary basis. After giving comprehensive consideration to all aspects of NPIC reporting media, a summary of current reporting status and a recommended future program should be submitted.

Action - Operations Board

6.   Review current status of establishing work priorities in the Center and the scheduling of work into production.

Action - Operations Board

7.   Review the current status of the Technical Development Committee, its purpose, membership, and effectiveness, in the light of changing current and future circumstances. Particular attention should be given the assessment of future procurement and development needs which in turn translate to personnel requirements for the Plans and Development and the Administrative Staffs.

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Action -   Chairman

8.   Review the current status of the Center's cabled communications, noting the functions served, need for this type of communication, and current and projected traffic.

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Action -   Chairman

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PROBLEM SUBMISSIONS RELATED TO MISSION AND FUNCTIONS

50X1   1. NPIC -

CSD/1,2 & 4	PID/A	PDS/1,3 & 5
OS/A,C,E & F	PD/3	AS/1 & 2

50X1   2. Operations Staff -

PID/A	CSD/3 & 6	TID/4
PD/1,2,4 & 6	PSD/1	

50X1   3. Administrative Staff -

AS/3 & 4	PDS/6

50X1   4. Plans and Development Staff -

CSD/3,4 & 5	TID/1,2 & 3	PD/1
OS/C	PDS/2 & 4	

50X1   5. Collateral Support Division -

CSD/1 & 2	PD/5
PID/A	OS/C

50X1   6. Technical Intelligence Division -

OS/C	PID/A

7. Photographic Analysis Division
    PD/4   OS/D

50X1   3. Publications Division -

CSD/6	OS/D

50X1   9. Production Services Division -

PID/A	PD/5

50X1   10. CIA/Photographic Intelligence Division -

PID/A & B	OS/B	PD/1

50X1   11. DIA -

PD/1 & 4	OS/B,D & E

Attachment No. 2

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Division and Staff Problem Submissions

Attachment No. 3

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NPIC/OS-92-63
9 March 1963

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT   : Agenda Items

        1. It is recommended that the following items be included
50X1   on the Agenda for our retreat [   ] March 22-23:

        A. Need for coordination at all levels (vertical and horizontal).
        B. Reasons for and analysis of marked drop in detailed national
            projects.
        C. Role of EDP at NPIC.
        D. Need for reduction in errors and omissions from reporting.
        E. Role of NPIC in supporting Operations Area, CIA.
            (All-source Center)
        F. Extent to which national work supercedes departmental
            support (Determination of line of demarcation).

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                              Assistant for Operations, NPIC

Distribution:
    Orig & 1 - ExDir
          2 - OS/NPIC

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STANDARD FORM NO. 64

Office Memorandum • UNITED STATES GOVERNMENT

TO : Executive Director, NPIC   **DATE:** 11 March 1963

FROM : Assistant for Plans & Development

SUBJECT: Questions From The Plans & Development Staff

1. What is general operating division image of the Plans & Development Staff?
2. What is general operating division understanding of the Plans & Development Staff's mission and responsibilities?
3. What is the Office of the Director's mechanism relative to assignment of planning problems to the Plans & Development Staff?
4. What is foreseen for role of the Technical Development Committee in future?
5. What is NPIC position regarding role of Joint Procurement/Development Committee as focal point for community leadership in such activities?
6. What are admin plans for providing more rapid response to recommended and Executive Director approved contract actions?

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SUGGESTED AGENDA ITEMS FOR NPIC

SENIOR STAFF CONFERENCE

1. Personnel Competitive Evaluation System

Agency regulations and DD/I policy prescribe that competitive evaluation of personnel in Grades GS-09 through GS-14 shall be accomplished by Heads of Career Services annually. The PI Career Service Board has not conducted a competitive evaluation for over three years: the last exercise being in January 1960 when employees in Grades GS-09 through GS-11 were competitively evaluated.

Drafts of the proposals are attached for your review.

2. Mid-Career Training Program

In a few weeks an Agency regulation is to be issued prescribing certain mandatory mid-career training programs as a prerequisite for advancement to senior grades.

It is recommended that the matter of a mid-career training program and the application and effect of this regulation on NPIC be discussed at this conference providing basic regulatory and instructional materials are issued prior to the conference.

3. Preparation of FY 64 T/O

We shall very shortly have to set about preparing in detail the [ ] T/O. In preparation of the [ ] T/O we relied very heavily on the so-called "support to PI" ratio of approximately 3 to 1.

It is recommended that we discuss the validity of this ratio in light of the increased staff becoming available in the Center and the changing types of requirements being levied on the activity. Does this ratio any longer have validity?

4. Redefinition of Recruitment Requirements

Our recruitment efforts are now operating with a high degree of productivity and our EOD quotas per month are being met or exceeded. Of particular concern, however, is our genuine intent to recruit from outside, personnel for the higher graded positions, that is, GS-12 and above.

It is recommended that we discuss our continuing interest in recruiting personnel at these senior grade levels in light of our experience of October
last during which time we EOD or recruited [ ] people against [ ] vacancies.

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MEMORANDUM FOR: Executive Director, NPIC

FROM: Chief, CIA/PID(NPIC)

SUBJECT: Suggested Agenda Items for NPIC Retreat Symposium

1. As requested, PID submits herewith ~~the~~ three agenda items for your consideration. The senior staff members of PID believe that the following items encompass, or are at least symptomatic of, the most urgent problems requiring immediate attention.

    A. What is the primary mission of the support elements of NPIC?

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        1. The primary mission of NPIC as stated in NPIC Notice [_____] dated 21 November 1962, is: "....producing photographic interpretation reports, providing photographic intelligence services....." Although there are rapidly increasing TO's of the support elements, there is a noticeable degradation in the support to the PI elements responsible for producing the basic product of the Center.

        2. Specific problems include:

        a) Excessive loss of time in getting film from film vault.

        b) The declining quality over the past year of photo reproduction and slow-down of delivery service on completed orders.

        c) Excessive waste of time in determining coverage due to poor, inaccessible, out-of-date, incomplete plot books.

        d) Length of time required to obtain mensuration.

        e) Out-of-date, uncorrected blip books.

        f) Support elements assuming the liaison role with PI requestors.

    B. How is adequate and timely support to be obtained for CIA departmental requirements?

   1. For CIA the question of adequate support in meeting the

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needs of Agency analysts looms larger and larger. This is particularly important not only in attempting to meet current, expanding, departmental needs, but also in planning the future staffing, functioning, and perhaps even location of the CIA detachment. Should the present status quo prevail or should the CIA detachment aim at becoming an independent, self-sufficient shop?

C. Who determines PI policy, procedures, etc., at NPIC?

1. Should this be the Assistant for Operations, the Operations Staff, or the Operations Board or its equivalent?

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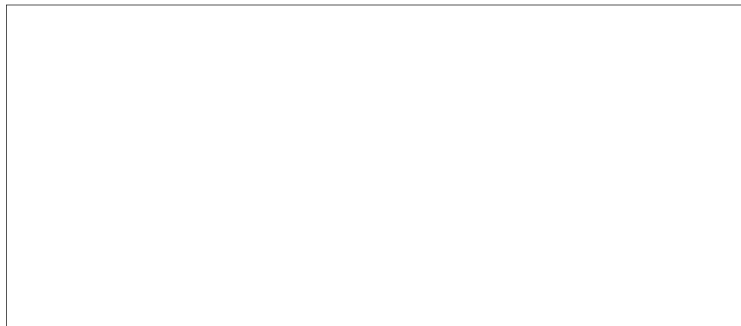
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4 March 1963

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Major Problems, TID

1.   Being kept informed of the official position NPIC takes in planning the long range photo collection effort and NPIC's position on each new collection program proposed toward the accomplishment of this long range plan. Which new proposal does NPIC support and why. Which ones do we not support and why. Who within NPIC establishes the stand NPIC takes. Who within the community is in agreement with the NPIC position and who is not. Then, what was the final community decision, who made it and why.

2.   The problem of adequate lead time on new collection programs. Receiving up to date information on new photo collection programs including both those under consideration and those under contract development, with expected dates of operation for those programs accepted for final development. Parallel with this, the authority for NPIC to obtain sufficient program clearances so exploitation personnel can start preparatory work well in advance of the expected operational date.

3.   The problem of new equipment development and manufacture for the division, including:

   a.   A regular up dating progress report to include expected dates of completion.

   b.   Who is the contract monitor and his alternate.

   c.   Knowledge of personnel assigned to work on projects related to the responsibilities of TID.

4.   When a project due date is changed or the need arises for measurements on a crash basis, let TID know as far in advance as possible. An indication of the expected need with a short explanation of why will help us respond more rapidly when the formal work request arrives.

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Chief, Technical Intelligence Division

Distribution:
      Orig & 1 - Addressee
            1 - TID
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22 February 1963

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Centerwide Problems Adversely Affecting
                   Publications Division Work

Pursuant to your request, there is listed below the major center-wide problems affecting the Publications Division.

1. Lack of representation - this is the number one problem. The Division is not represented on the Operations Board or the Technical Development Committee. Further, the Division does not have immediate and direct contact with several inter-departmental committees which we support in the production of intelligence reports such as GMAIC, JAEIC, and SIC. Numerous decisions are made which effect the operations and work of this Division but under present arrangements, PD plays no part in the making of the decisions.

2. Centerwide instructions and procedures are needed which would provide guide lines on the way projects are to be worked and spell out the responsibility of each component involved.

3. An imbalance exists in the relative strengths of the PI's and the Publications Division. This Division has been recruiting people as rapidly as possible but so have the PI's and as a result we have never caught up. It is hoped that this imbalance can be corrected in the FY 1964 T.O. so that the excessive backlog of work facing this division can be eliminated and also permit a reduction in the heavy schedule of overtime that this Division has been working for months.

4. Discrimination, selectivity, and continuity is needed in the designation of coordinators for first-and second-phase reports and chairmen for detailed reports.

5. There is a need to decentralize responsibility in certain areas such as classification and dissemination.

6. Requirements should be more clearly stated, due dates should be more realistic, and an accurate meaningful report on the status of national projects should be periodically produced.

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Chief, Publications Division, NPIC

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PSD/NPIC-80-63
8 March 1963

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Problems

        We have discussed your request for a minimum of three and a
maximum of six problems to be discussed at a two day seminar of NPIC
Division and Staff Chiefs and Deputies and we could only come up
with one big problem. Every other problem brought up fell in the
category of 1) Problems which will automatically be taken care of
if the big one is solved or 2) Those which can be solved by agreement
with one other component.

        The one problem we feel is common to every production area in
the Center is that of priorities, deadlines, and scheduling. Up
until now we have been able to cope with most of our problems by
working unlimited amounts of overtime. We must assume that un-
limited overtime will cease someday, and we must look to this day
and try to come up with some orderly, sensible approach to how to
get the job done.

        Presently we are working on the "squeaking wheel gets the
grease" principle or the best namedropper ("Art wants,""McCone
needs","General Carroll is going to brief congress") gets the
best service. When these priorities get finished we try to produce
for the working P.I. As stated above we have been able to keep every-
one happy but as the T/O fills our problems will multiply.

        So we feel the prime problem for solution during the Seminar is
that of determining the validity of the present priority claims and
what we do with them once a determination is reached.

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                              Chief, Production Services Division,
                                        NPIC

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CSD/NPIC-54-63
18 March 1963

MEMORANDUM FOR: Executive Officer, NPIC

SUBJECT   : CSD's Six Problems

        1. Forwarded herewith are CSD's six candidates for discussion
at the proposed [   ] Seminar. In priority order they are:

            (1) Photo Intelligence Data Base
            (2) NPIC Reference Services
            (3) Representation on Operations Board
            (4) Future Growth of NPIC
            (5) Area Specialists
            (6) NPIC Photo Interpretation Reports

        2. The above priority listing is in order of direct concern
to CSD. From an overall NPIC point of view, however, I suspect
Item 6 and Item 5 take precedence over the other four.

                                    Chief, Collateral Support Division,
                                    NPIC

        Attachments: (6)

        NPIC/CSD [   ] (8 Mar 63)

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Photo Intelligence Data Base

Problem:

    To insure the continued creation of an up-to-date machine language data base for machine storage and retrieval in response to future requirements for photo intelligence information and for identification of pertinent photographic coverage.

Assumption:

    It is desirable to maintain as comprehensive a machine controlled data base as is possible without significantly interrupting the production of substantive intelligence.

Facts:

    1. To date, the MCI (and to a lesser extent the OAKs, IPIRs, SITSUMs and detailed reports) has provided a detailed machine language index to the information derived from selected photography and to the film containing this information.

    2. NPIC production of MCI's is lagging seriously. Whenever backlogs exist, there is considerable pressure to inactivate and delete targets in the Target Brief file.

    3. Other photo interpretation groups, such as SAC, (which has completed MCI's on all but two missions) [   ] the 67th RTS, etc., are preparing immediate type reports from material not fully exploited by NPIC.   50X1

Discussion:

A. Inclusion of Non-NPIC Produced Intelligence in the Data Base

    1. Most photo interpretation reports are reviewed, summarized and cited in the Target Briefs if they add substantively to the Brief and are consistent with previously available information.

    2. SAC [   ] MCI's are not now included in the Target Briefs. They are sometimes referred to by NPIC photo interpreters preparing reports but, because they are not cited in the Briefs, they are often overlooked. As a result, NPIC has reported out some installations as new or newly identified when in fact they have been reported out by other agencies.   50X1

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3. Conversely, the non-NPIC immediate reports have carried some information which has not been accepted or verified by NPIC. CSD reviews these reports for new or significant information on missiles, atomic energy, BW-CW, and long-range bomber bases. The new information is called to the attention of the Assistant for Operations and/or the substantive photo-interpreters either verbally or by memorandum.

4. There exists no mechanism at the present time for validating this new information which we feel should be disseminated to the intelligence community and included in the Target Briefs. Analysts in CIA, DIA and the Services rely on NPIC for official missile site counts. In the past, over 20 percent of the missile sites reported by others have been rejected by NPIC. We feel such important information should not be inserted into the data base without verification.

Recommendations:

1. Where conflicts in interpretation and/or new information are contained in non-NPIC reports, NPIC should review the film and validate the information.

2. All validated information and any other information from non-NPIC photo interpretation sources which appears consistent with previously reported NPIC information should be inserted in the data base.

3. CSD should explore with SAC and others the possibility of exchanging MCI's in machine language form.

B. Film References on Inactive Targets

1. Targets are deleted from the Target Brief file because:

   a) They cannot be identified, i.e., do not exist.

   b) Photography indicates that the target is insignificant.

2. Targets are inactivated because:

   a) They are not of sufficient importance (in the joint view of the MCI coordinator, CSD and the Assistant for Operations) to warrant inclusion in the MCI report; but

   b) they are of sufficient size and complexity that the photo interpreter, in scanning the film, will identify, locate and readout the target, perhaps as a newly identified installation, unless he is told by the target briefs that it is known but of no current intelligence interest (e.g., abandoned or inactive airfields).

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3. The probability that targets which are deleted will become important for intelligence is remote; the probability that targets which have been inactivated will become important in the future is much greater.

4. We have two methods of identifying film pertinent to a given installation:

      a) Via plots. A cumbersome time-consuming operation that leads a researcher to the approximate frames of photography concerned. There are only broad indications of cloud coverage, no indications of photographic quality, nor assurance that the template representation is accurate.

      b) Via target briefs. The target briefs cite the exact frame and coordinates of photography covered and its interpretability. These references are machine retrievable.

5. In reviewing film for an MCI, the photo interpreter peruses the inactive targets. With a minimum of additional time, the pass and frame reference could be recorded for inclusion in the target brief but not the MCI. This would insure machine identification of photography pertinent to the target.

Recommendations:

    Pass and frame references of inactive targets be recorded for inclusion in the data base.

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NPIC Reference Services

Problem:

To what extent will NPIC provide photographic intelligence reference service to other photo interpretation shops outside NPIC and intelligence production agencies.

Facts:

1. The primary function of CSD is to provide collateral support to NPIC photo interpretation activities and, to the extent feasible, to the departmental activities within NPIC.

2. NSCID 8 para 2f states, "The NPIC shall maintain on a selective basis a consolidated central file of photographic data as a service of common concern. It shall make arrangements for the exchange of photographs and photographic data with other photographic collections in the Intelligence community, and shall make appropriate recommendation to facilitate the coordinated development of compatible codes, indexes, and mechanized systems for the efficient recovery, selection and collation of available photographic data."

3. NPIC/CSD has developed a large file of Target Briefs which intelligence agencies and the DOD Departments and Commands have requested.

4. NPIC/CSD provides an automated photointelligence report storage and retrieval service.

Discussion:

1. The CIA "All-Source Center", the DIA Production Center, and other DOD photo interpretation shops have a need for and are establishing services similar to those being provided by CSD.

2. CSD has established a data base to service internal requirements which could satisfy many external requests for published P.I. information. On an ad hoc basis we already use the data base to satisfy DIA and CIA requests.

3. To accept and attempt to satisfy all external requirements will require an expansion of CSD personnel and equipment. The increments needed, however, would be far smaller than the ones which would be required by CIA and DIA to establish and maintain their own data bases.

4. We believe that NSCID 8 authorizes NPIC to provide the needed services to the intelligence community and that a centralized service would be more economical--government wide--than separate services.

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5. The extent to which NPIC is willing to supply Minicard copies of published reports, magnetic tapes of immediate readouts and target briefs, hard copy target briefs, and answers to search requests must soon be resolved.

Recommendations:

1. NPIC provide photographic intelligence reference services to other USIB members as a service of common concern.

2. That NPIC prepare a statement of the services to be offered and obtain the concurrence of OCR as executive agent for the CIA "All-Source Center" and of DIA.

3. Having obtained these concurrences, NPIC/CSD then expand its staff and machine capabilities as necessary to meet external demands for these services.

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Representation on Operations Board

Problem:

To provide closer coordination, cooperation, and integration of effort between the support divisions within NPIC and the national photo interpretation effort.

Facts:

1. The Operations Board is charged with the approval and scheduling of national photo interpretation projects.

2. The members of this Board are the Assistant for Operations, the SIO's of the PI detachments.

Discussion:

1. The Operations Officer keeps the support divisions (CSD, PSD, PD, and TID) informed of the deliberations of the Operations Board. The Board's deliberations, however, commit the support divisions to certain deadlines without consideration of their internal scheduling and work loads. Conversely, photo interpretation projects scheduled by the Operations Board frequently cannot be accomplished until certain preliminary steps have been completed by the supporting divisions.

3. Because of the close interrelationships, it is believed there would be considerable advantage to having supporting divisions represented directly on the Operations Board.

Recommendation:

That the membership of the Operations Board be expanded to include representatives of supporting divisions within NPIC.

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Future Growth of NPIC

Problem:

   To estimate the level and nature of NPIC activity one, two and five years hence to provide a basis for the logical organization, staffing, training and equipping of the Collateral Support Division.

Discussion:

   1. We have only the vaguest concept of the growth pattern anticipated for NPIC during the next few years. Only last week, quite by happenstance, I learned that proposed payloads this summer would include twice and possibly four times the amount of film previously carried. Yet extensive R&D efforts have been underway for some time and considerable long-range planning has been done.

   2. We have been given a vague estimate of the T/O increase we may expect in FY-64. Presumably this estimate is based on the anticipated increase in PI strength which in turn must have some relationship to anticipated receipts of film. We have no projections beyond FY-64 and no projections of the balance between immediate and detailed reporting.

   3. The necessity for close coordination of future plans for growth and development of assigned responsibilities between NPIC Divisions and Staffs is greater than ever before.

   4. Some more definite guidelines extending over the next five years would provide a better criteria for planning the development of the Division, the formulation of data management system, and the installation of equipment.

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Area Specialists

Problem:

Should NPIC develop collateral support and photo interpretation area specialists.

Facts:

1. NPIC (using the term broadly encompassing all personnel who work at NPIC) has experts on Soviet guided missiles, atomic energy, BW/CW, electronics, airfields, military installations, etc., and can provide these analysts on a moment's notice.

2. NPIC cannot boast of having a single analyst who may be considered an expert (one with up-to-the minute information) on the trouble spots of the world (e.g., Middle East, Indonesia, Tibet, China, North Korea, Laos and North Vietnam.

3. Foreign Governments in periods of crisis have requested and received U.S. Forces, e.g., Lebanon. NPIC on such occasions usually is called upon to do special studies for field commanders.

4. U.S. forces are near "points of contacts" with aggressor forces in several areas of the world.

5. "Brush wars" and revolutions have broken out in areas of the world that we've known little about, e.g., Indonesia, Tibet.

6. CIA field stations and military field commands welcome NPIC support and briefings.

7. With the exception of work done by the U.S. Army, little has been done in preparing photographic studies of regions or countries.

8. NPIC is frequently called upon to brief chiefs of states.

9. Crisis arise rapidly allowing little or no time for training of area specialists.

10. NPIC has sent some men to the field for immediate reporting that were poorly equipped with area knowledge.

11. The administration, the Director, CIA and Director, DIA have placed great reliance on the accuracy of immediate reporting.

12. NPIC SITSUMs, IPIRs and MCI's could be improved.

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Discussion:

1. It is assumed that photography will continue to be used to determine indications of hostilities, confirm order of battle, verify intelligence reports, confirm indications of bloc penetration, watch for the introduction of missiles or nuclear weapons into a heretofore non-missile or non-nuclear areas, etc. It is also assumed that with the lessons learned from the Cuban crisis, greater reliance will be placed on photography to determine the above discussed items in other areas of the world.

2. The exploitation of "tactical" photography within the Center leaves   50X1 much to be desired. "Exploitation" usually means the production of the IPIR, the MCI and a few random reports. For example, the total output from [ ] was 16 field reports, 10 MCI's and 3 detailed and 3 informal   50X1 reports. The intelligence community is considering flying some of these potential trouble spots again and is approaching the problem as though no photography existed.

3. The problem of area specialists was recognized by this Division several years ago and the creation of the Non-Soviet Section of the Research Branch was the result. There has been some area specialization by analysts in Geo-Military Branch of PID and editors have been employed in a regional or area basis.

4. Although it might be argued that we had no need for area specialists in the past, that a shortage of personnel existed, etc., future needs point to the existence of knowledgeable area collateral specialists and photo interpreters. This combination will lead to better immediate reporting and better overall knowledge of the trouble spots of the world.

Recommendations:

1. That the problem be recognized and that a selected cadre be trained.

2. That specialists be trained for China, S.E. Asia, India-Tibet, Latin America, and North Korea.

3. That these specialists be assigned the responsibilities for the immediate readout of photography in their respective areas.

4. That when these analysts are not engaged in immediate readouts or answering requirements they prepare area or country photographic surveys.

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NPIC Photo Interpretation Reports

<u>Problem:</u>

To improve the effectiveness and timeliness of NPIC reporting of the results of photographic interpretation.

A. <u>First and Second Phase Reports</u>

<u>Discussion:</u>

1. The OAKs, IPIRs, SITSUMs, and MCI's have become sterile, stereotyped publications that make deadly dull reading. They need more sex appeal, both in content and presentation.

2. The reports state when there is no change from previous photo interpretation. When there is a change, however, the reports do not identify the change. The only way a reader knows what is new or what is changed is to compare the new readout with previous reports, item by item.

<u>Recommendations:</u>

1. Change the criteria for reporting readouts to require identification of changes from previously known photographic information.

2. Include a brief summary of the significant findings and highlights at the beginning of IPIRs, SITSUMs and MCI's similar to that now included in the OAK.

3. Include annotated photography of significant developments.

B. <u>Detailed Reports</u>

<u>Discussion:</u>

1. Detailed reports have a tendency to become bogged down due to the pressure of current reporting requirements and frequently do not meet publication deadlines. Consequently, we have been forced to rely upon "pre-releases," with the result that when detailed reports are finally published, more often than not they are history.

2. Many reports are issued as cables and memoranda which never come out as an official publication. Unless they are published, it is very difficult to insure the wide dissemination deserved, and valuable information is denied major segments of the intelligence community. Furthermore, the information contained in cables and memoranda rarely gets into storage and retrieval systems; consequently, it is lost to all but the immediate recipient.

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3. In an effort to put out cables in hard copy form, we have recently published some one-paragraph 5-10 line reports which have been the object of ridicule. These reports leave many questions unanswered and force interested users to refer to the photography or possibly submit a detailed photo inter- pretation requirement.

Recommendations:

1. Every effort should be made to streamline the production of detailed interpretation reports so that they may be published within deadlines.

2. We should reinstitute the PI Brief or Alert publication which would be used for quick answers, and to confirm cables, but which would include suitable annotated photography or graphics.

C. "PI Notes"

Discussion:

1. There is a definite need for an informal publication which would pro- vide the PI analysts within NPIC with a simple means of publishing the many new bits and pieces of intelligence uncovered as a by-product of their daily work. Several other DD/I offices have such semi-official publications which permit publication of individual analysts' by-product findings and hypotheses. These publications carry a suitable caveat and are issued with a minimum of substantive and editorial review. They include graphics.

Recommendation:

Within NPIC, "PI Notes" prepared voluntarily by individual analysts could be submitted weekly to a Review Board. The Board would approve those items which are of intelligence value and appear substantively sound. Approved items would be published with a minimum of further processing.

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PLANNING FACTORS REQUIRED BY DIVISIONS AND STAFFS

PD

    No. of PI's
    Amount of film
    Change in scope of immediate and detailed reports
    Type of briefing aids required (board, vugraphs, slides)

TID

    No. of PI's
    Film load
    Nature of reports
    Technical support to NRO (film evaluation)
    Support to DIA

CIA/PID

    DIA/CIA input to joint area
    Support capability to be built into CIA/PID

CSD

    No. of PI's
    Amount of film
    Utilization of PI's (4-man teams?)
    Volume of immediate reporting (will they run concurrently)
    Support to DIA and All Source Center

OS

    Will there by a national PAD T/O-Support Branch under OS
      or PAD

PDS

    Amount of R&D money
    Committee and Coordination requirements
    NRO/OSA activities
    Augmentation of planning capability
    Level of effort of Exploratory Development Lab
    Amount of staff support capability (graphics, PERT function)

Attachment No. 4

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PSD

       Support to DIA and Army
       Number of missions planned
       Changes in reporting format
       Requirements for color photography
       Type of briefing support required

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